

~~ADMINISTRATIVE INTERNAL USE ONLY~~

Approved For Release 2001/03/04 : CIA-RDP79B01737A000700040001-3

10 October 1973

MEMORANDUM FOR: Director of Personnel  
SUBJECT : Career Service Questionnaire

The OCI Career Service system is active and, I believe, effective. It works without a great deal of machinery or formal procedures, but it seems to get the right people into the right jobs; it makes sensible decisions at promotion time, and works to keep communications in the office open at all levels.

We believe the OCI system has at least one special advantage--and that is that we are apparently working with optimum numbers of people. This means, as a general rule, that a majority of members of the OCI Career Service Board will be personally knowledgeable about the work of any officer who, for one reason or another, is being discussed by the Board. At the same time, the key groups of GS-13s, 14s and 15s are large enough (35-55) to give flexibility and competition. We believe that these are overriding plusses.

The following responses are keyed to the paragraph numbers in your questionnaire:

1. OCI has not formalized in one place its personnel management objectives. Instead, we have put out a number of memoranda dealing with various aspects of this question. At Tab A and Tab B are copies of two office notices outlining some of the main features of our personnel management effort.

2. This response will be handled at the Directorate level.

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3 & 4. The OCI Career Service is under the personal direction of the Director of Current Intelligence and he is the chairman of the OCI Career Service Board. The other members are the Deputy Director of Current Intelligence, the four geographic division chiefs, the Chief, Production Staff, the Chief, Operations Center, and the Executive Officer. Promotions to GS-13 are scheduled for January, April and September. Promotions to GS-14 are considered in May and November. Promotions to GS-15 are considered in June and December. A recommendation for promotion can be introduced by any member of the Board. The recommendation, accompanied by the latest Fitness Report and employment summary, is circulated to all Board members well in advance of Board meetings. During the Career Service Board meeting itself, all eligible employees in the grade being considered--not just the nominees--are reviewed to make certain that no eligible employee is overlooked. The final decision on promotions in the Career Service Board meeting is taken by the Director of Current Intelligence. During the meeting he asks the sponsoring officer for comments and then asks other members if they too would like to comment. He encourages discussion and debate and the weighing of the merits of one candidate against those of another. An especially important element is that in most cases, a majority of the Board members will either know the candidate or know his work. Sometimes the D/OCI will call for a vote on a candidate, but this procedure is of an advisory nature and he does not feel compelled to go along with the results. Promotions to GS-12 and below are decided by the Deputy Director of Current Intelligence in consultation with the Executive Officer and the Chief, Administrative Staff. This group meets monthly to consider recommendations submitted by the various divisions and staffs, but it reviews all employees at the grade under consideration, not just those nominated for promotion. This ensures that deserving people are not overlooked. In addition to promotions, the Career Service Board deals with nominations for senior schools and positions overseas. It discusses special personnel problems and assists the Director of Current Intelligence in formulating personnel policies for the office. As an adjunct to the Board, the Director of Current Intelligence has established a Career Development Committee

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chaired by the Executive Officer, and having the deputy division chiefs, and Deputy Chief, CIA Operations Center as members. The Committee makes recommendations in most of the areas of career development--internal and overseas assignments, headquarters rotations, orientation trips, schooling, independent study, and internal training. At the division level, the deputy chief has the primary responsibility for career development and is the contact point for employee discussions about career development and similar questions. The Executive Officer handles this function for people who need direct access to the OCI front office for discussing such matters. (See Tab B).

5. OCI has not published formal criteria for employee training. OCI analysts are told at an early date that most of their training until GS-12 will be on-the-job. This, of course, does not rule out language training or other part-time course work offered by the Office of Training. This kind of training is usually initiated and monitored at the branch and division levels. Requirements for full-time training are normally set by the Career Service Board or higher authority, and passed down the line by the Career Development Committee or the regular chain of command. The Employee's Biennial Assignment Review (See Tab C) provides a system for the employee to initiate or suggest training and for the supervisor to discuss the suitability of such training.


6. The following is a list of employees attending a minimum of 120 days of Career Service-sponsored external academic training within the last three fiscal years:

STATINTL	<u>FY</u>	<u>Name</u>	<u>Grade</u>	<u>Dates</u>	<u>Strength</u>	<u>\$</u>
	1972		GS-13	9/70-8/71	351	.98
			GS-12	7/71-7/72		
			GS-14	9/71-6/72		
	1973		GS-13	9/72-6/73	348	1.48
			GS-14	9/72-6/73		
			GS-10	1/73-6/73		
			GS-11	8/72-4/73		
			GS-13	9/72-6/73		

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<u>FY</u>	<u>Name</u>	<u>Grade</u>	<u>Dates</u>	<u>Strength</u>	<u>\$</u>
1974		GS-12	9/73-6/74	327	1.26
STATINTL		GS-13	9/73-6/74		
		GS-12	8/73-8/74		
		GS-13	9/73-6/74		

In addition to the above, Leave Without Pay status was granted to the following people in order to pursue academic training:

1972		GS-11	9/71-6/72
1973		GS-11	10/72-11/73

7. See Tab C.

8. Between 1 July 1970 and 30 June 1973, OCI was able to make the following number of rotational assignments:

Overseas	13
Inside DDI	11
Outside DDI	29

These include assignments to the NSC Staff and to BMDD; to the DDI front office, to the General Counsel, the Inspector General, OPPB and DDO, etc. (See Tab D).

9. Regular consultations are part of the system outlined in Career Development Procedures attached at Tab C.

10. See Tab E.

11. Procedures for rotational assignments are established by the Career Service Board. Implementation in many cases is delegated to the Career Development Committee which makes recommendations for major rotational assignments to the Career Service Board.

12. This response will be handled at the Directorate level.

  
STATINTL

RICHARD LEHMAN  
Director of Current Intelligence

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N 20-219

OCI NOTICE  
No. 20-219

PERSONNEL  
2 June 1969

OFFICE OF CURRENT INTELLIGENCE

A CAREER DEVELOPMENT PROCEDURE FOR PROFESSIONALS

1. OCI Notice 1-24 of 30 October 1968 established a Career Development Program. I am now taking the next step, the establishment of a more systematic approach to career development for professional personnel in grades GS-12 and below. Depending on the experience with this approach, it may later be extended to cover a broader range of personnel or it could be limited to a smaller group.

2. The purpose of this program is to produce better intelligence. This can best be done by putting the right man in the right job. The needs of the office must come before the wishes of the individual officer, but we can do more than we have done to take his wishes into account. Officers are sometimes poorly placed, particularly in their first assignments; these misjudgments can be corrected. Officers are expected to grow in capacity beyond the demands of their job; they can eventually be given additional duties, provided with particular training, or transferred to a greater challenge. Officers often grow stale in what they do best; they can be given a change.

3. Our flexibility is not unlimited, however, and competition for the most attractive jobs is severe. The best way to progress in this competition is to learn a job, do it well, and stay in it long enough to compile an impressive record of performance. The emphasis of the program in this, its initial stage, is to encourage the acquisition of specialized substantive competence.

4. The new analyst entering OCI is usually assigned to a country desk. Barring extraordinary

CONFIDENTIAL

circumstances or an obvious misassignment, he is normally expected to pursue his career within his Division at least to the GS-12 level. In practice most OCI officers have fully established their credentials by the time they reach GS-12 and, in general, opportunities for rotation first open up at about this level. At that point most will have earned consideration for reassignment, if that is what they want. This does not mean that reassignment is automatic or in some cases even probable: some officers will already have reached their optimum level; for others the interests of the office, or their own desire to specialize, will dictate that they remain in their original Division.


5. These things said, we want to make sure that every professional officer gets a chance to develop his capabilities to their limit. For this, we need a better channel of communication between management and the individual officer. I am, therefore, introducing a new system in an attempt to clear the lines of communications in an office that has become somewhat choked. *By this system the officer in the relatively early stages of his career is assured that his preferences and his career aspirations are exposed not only to his immediate supervisor, but to those who manage the personnel system of the Office as a whole. In some circumstances this could be a delicate and even a tricky matter. It need not be so if the dialogue between the officer and his supervisor is pointed--that is to say if the supervisor encourages the officer to view himself, his skills, and his potential realistically. Even more important, the success of the system will depend on open, candid, and constant communication between the various supervisory levels and the front office. Only in this way can the supervisor's counsel to the officer be made meaningful. Only in this way will supervisors understand the opportunities available for re-assignment or training and the state of the office's flexibility.*

6. Essentially, the new system requires brief periodic reports on and by each professional in grades GS-12 and below. These records will not become part of the employee's official agency personnel



record but will be used only by the Office in considering personnel assignments. More important, they will not be prepared in a vacuum. They will, as noted above, rather be the fruit of a series of discussions between supervisor and employee about the latter's performance and progress. As we move into the new system, some flaws are likely to become apparent. I expect to make changes as experience dictates.

STATINTL



E. DREXEL GODFREY, JR.  
Director, Current Intelligence

Distribution C

N 20-266

NOTICE  
NO. 20-266

PERSONNEL  
8 September 1972

OFFICE OF CURRENT INTELLIGENCE

CAREER DEVELOPMENT

1. The OCI Notice of this date on organizational changes reflects my concern that our efforts in the area of career development over the past several years have not satisfied many of our officers. They feel that our procedures, which have been essentially ad hoc--to find the best candidate available to fill a vacancy or enjoy an opportunity when it appears--are not sufficiently systematic and leave the individual uncertain as to his status and his future. I recognize this problem. It has been evident for some time that we should do more in this field, particularly that we should attempt some actual planning of careers, and this is what we are about to do. On the other hand, I do not think we have been doing so badly in our own disorganized way. For instance, of our professionals in grade 12 and above:

56% have had at least one promotion in the last three years;

61% have had a change of assignment in the last three years;

52% have had a major training opportunity or foreign TDY in the past three years;

and 90% are in at least one of the three categories above.

2. Because of the number of variables and unknowns in this kind of work no one should get overly optimistic about the prospects. We do not control assignments outside OCI--overseas, for instance--and thus have not been able to assure them to anyone more than a month or so in advance. Equally important, people change. The officer who seems to be a ball of fire today falls short at the next higher grade. The officer who seems today to have stacked arms finds new strength tomorrow. We warned people about these limitations in 1968 when the first

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team was established and we do it again now. We only hope that we can move a little farther ahead than we have in the past. Moreover, the program begun in 1968 had several good features and these should be retained.

3. This time, however, we will try to get career development closer to the people involved. This means that in each division the deputy division chief will have the primary responsibility for career development. Under the chairmanship of the Executive Officer, the deputies will meet regularly as a committee to provide specific recommendations to the Director of Current Intelligence and to the OCI Career Service Board on this subject. In addition to the members from the divisions, the Operations Center will be represented on the committee by its deputy chief; the staffs will be represented by the Executive Officer. The Chief, European Division, will select a temporary member.

4. The committee, as its main charge, will attempt to lay out a development program for officers at the GS-12-GS-15 level. (This does not mean that employees below GS-12 will be neglected. In most cases, however, new employees begin to learn the trade by staying in one branch until they reach the GS-12 level.) The committee will try to schedule tentatively an officer's assignments three years in advance. A longer projection might be better if it could be worked out, but it would probably be mostly speculation. Still, there could be major advantages from a three-year projection. For instance, there is the possibility that we could give an officer about to go on two-year rotation some specific ideas about his assignment when he returns. Or, we might be able to tell an officer that his chance for a major change of assignment three years hence are low and that he should not let his expectations get out of hand. Or, we should be able to tell another officer that we believe he will eventually become a recognized specialist in his field and that we want him to continue in that direction. Obviously, such a program cannot be arbitrary or unilateral. We will consult the individuals concerned, and will take their wishes into account to the extent that OCI's mission permits.

5. The committee will try to make recommendations in most of the areas of career development--internal and overseas assignments, headquarters rotations, orientation trips, schooling, independent study, and internal training. We stress again, however, that all recommendations are tentative--that they are highly perishable--and that they represent only hopes, not promises. And we stress that if the committee is to succeed at all, the members will have to encourage and maintain close

...ication with the people they represent. The committee will also endeavor to improve and systematize communication between OCI and its officers temporarily serving in other organizations or overseas about their future assignments. To aid the committee, the office will continue to use the Memorandum of Assignment, the Supervisor's Status Report, and the Employees Biennial Assignment Review.

6. A number of years ago the Executive Officer was the person usually contacted when officers needed direct access to the OCI front office for discussing career development and other similar questions. I want to restore this avenue, but it should not supersede the regular channels for handling most career development problems.

STATINTL



RICHARD LEHMAN  
Director of Current Intelligence

Distribution C

Attachment

Details of an OCI Career Development Procedure for Professionals

1. Position Assignment Period

Career development of professionals in OCI will be generally based on two-year cycles. This is not to say that an office-wide game of musical chairs will occur every two years. Rather, under the new procedure both the OCI management and each employee will biennially consider possibilities concerning his future. These possibilities would normally include continuation of his present assignment, changes and training within his assignment, or reassignment.

2. The Record of Career Development

The record of each professional employee under the new procedure will consist of four regular types of instruments, plus any others (such as memoranda for the record of Career Board (CSB) actions) as may be pertinent. The four types are the familiar CIA Fitness Report and three OCI reports initiated with this program: Memorandum of Assignment, Supervisor's Status Report, and the Employee Biennial Assignment Review. These reports are described in part 4 below.

3. Executive Actions, Secretary CSB

a. The Secretary of the OCI CSB is the executive agent of the CSB for administering the personnel assignment and career development procedure and is the custodian of the pertinent records.

b. The Secretary CSB will establish, through OCI Admin, procedures for scheduling the preparation of the reports including a system of timely reminders for forgetful supervisors and employees. The reports will be prepared according to the time sequence set forth in section 4 below. (The time sequence is for ideal circumstances, but will be followed in spirit in all cases).

4. Records and Reports

a. Memorandum of Assignment (Time Zero)

(1) The Memorandum of Assignment is prepared by the first line supervisor and is addressed to the employee. It is prepared a) for all new OCI professional employees GS-12 or below; b) for each employee GS-12 or below reassigned to a new position; c) or whenever, at time of a reassignment of any type, the supervisor or employee desires a Memorandum of Assignment for the record.

(2) The Memorandum of Assignment describes briefly, but in reasonable detail, the responsibilities and duties of the employee and also makes clear persons to whom the individual is responsible for each separate type of work, if other than the first line supervisor.

(3) The Memorandum of Assignment is to be prepared as soon as possible after initial assignment or reassignment. The original of the Memorandum of Assignment, signed by the direct supervisor, will be given to the employee for his retention. A copy of the Memorandum of Assignment, countersigned by the employee, will be forwarded to the Secretary of CSB through the Special Assistant for Career Development (SA/CD).

(4) See Tab I for a sample Memorandum of Assignment.

b. Supervisor's Status Report (Time: Memorandum of Assignment+6 months)

(1) The Supervisor's Status Report like the Memorandum of Assignment is prepared by the

first line supervisor and is addressed to the employee. It is a record, in effect, of the results of discussions between the supervisor and the employee on the quality and effectiveness of the latter's performance with specific reference to the duties and responsibilities delineated in the Memorandum of Assignment. Although such discussions may have taken place from time to time during the assignment period, a specific discussion will be held during the week the Supervisor's Status Report is prepared.

(2) The Supervisor's Status Report is prepared on all employees for whom a Memorandum of Assignment was written six months earlier. (See 4.a.(1) above) It is prepared no later than two weeks after the completion of six months in the assignment.

(3) (a) The original of the Supervisor's Status Report signed by the supervisor will be given to the employee for his retention. If the Supervisor's Status Report has adverse comments and/or warning, it must be initialed by the next higher echelon supervisor; in other cases this initialing is optional.

(b) A copy of the Supervisor's Status Report countersigned by the employee will be forwarded by the supervisor to the Secretary of the CSB through the SA/CD.

(4) See Tab II for a sample of the Supervisor's Status Report.

c. Fitness Report (Time: Memorandum of Assignment+9 months for new EODs, 12 months for all others)

(1) The Fitness Report will continue to be prepared under procedures already established except that they will be forwarded to the Secretary of the CSB through the SA/CD. The Secretary CSB will have a copy filed in the employee's record and forward required copies to OCI Admin for transmittal to the Office of Personnel.

d. Employees Biennial Assignment Review (Time:  
Memorandum of Assignment+18 months or last Employees  
Biennial Assignment Review+24 months)

(1) This document is the means by which each employee most directly participates in the planning for his own development and future assignments. The Employees Biennial Assignment Review enables the employee to state his interests in specific and immediate terms and, thereby, enables OCI management to review these interests against opportunities in OCI. While OCI cannot accommodate all the desires of every employee, the CSB will now be in a position to take the best actions possible on behalf of all employees.

(2) The Employees Biennial Assignment Review is prepared 18 months after the last Memorandum of Assignment or 24 months after the last Employees Biennial Assignment Review, whichever is appropriate. (The Secretary of the CSB will prepare a schedule for initial Employees Biennial Assignment Review for personnel who are now on duty. Biennial Assignment Review is addressed to the Secretary (for Chairman) CSB through the SA/CD; it is signed by the employee and has comments sections for each line supervisor. A statement of "no comment" by a supervisor will be considered by the CSB as a statement of general concurrence. (See Tab III for sample Employees Biennial Assignment Review)

e. CSB will study and take appropriate action on the Employees Biennial Assignment Review within six months after preparation. The employee will be informed of this action and notes of the CSB's deliberations will be entered into the record.

f. New Memoranda of Assignment will be prepared for employees who are reassigned and the cycle of reports and records will continue as described above.



Tab I: Sample Memorandum of Assignment

1 June 1969

MEMORANDUM FOR: Mr. John Doe

SUBJECT : Memorandum of Assignment

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1. On 19 May you were assigned to the Arab States Branch [REDACTED], Middle East Division [REDACTED], Middle East-Africa Area [REDACTED], Office of Current Intelligence (E. Drexel Godfrey, Jr., Chief), Directorate of Intelligence (R. Jack Smith, Deputy Director).

2. I have already explained to you in considerable detail the responsibilities of the Branch, the Division, the Area, and the Office and I think you have a clear understanding of how our Branch fits into the overall picture of intelligence analysis and reporting. If you have any questions in this respect, please do not hesitate to ask them.

3. Within the Branch, you have been assigned to the Syrian desk. I expect you to learn all you possibly can about Syria--its internal affairs and its relations with other countries. I expect you also to establish contact with your opposite number in the DDP, in the Department of State and in DIA. Your first production assignment is to prepare the Introduction, Sociological, and Political Sections (1, 4, 5) of the General Survey (NIS) on Syria, which will require you to engage in research, liaison, writing and revision. These sections are scheduled for completion on [REDACTED] and [REDACTED] respectively and you are expected to meet these schedules. You will be working under the guidance of Mr. [REDACTED] of the Arab States Branch, who has had considerable experience in preparing NIS sections.

4. Shortly before you finish this assignment  
I shall discuss with you what your next specific  
task is to be.

STATINTL  
[REDACTED]

Chief, Arab States Branch

Employee Signature - Date

---

Tab II: Sample Supervisor's Status Report

5 November 1969

MEMORANDUM FOR: Mr. John Doe

SUBJECT : Supervisor's Status Report

REFERENCE : Memorandum of Assignment; from me  
to you, dated 1 June 1969

1. In general I am pleased with the way you have assumed the responsibilities you were given in the Memorandum of Assignment. In our frequent talks during the last six months, I have been impressed by the steady growth of your knowledge of Syrian affairs, a great deal of which, I am sure, has been achieved by reading and studying after regular business hours. I have also learned that you have earned the respect of your colleagues in other government intelligence agencies.

2. There is, however, a shortcoming in your NIS work that has come to my attention. You barely met the deadline for your first section and are behind schedule on the second. The reason, I believe, is that you have had difficulty in writing your thoughts clearly and succinctly and this has required considerable time for redrafting under the guidance of Mr. \_\_\_\_\_.

3. I urge you to bend every effort to overcome this problem. I shall review carefully your next NIS section to see what improvement you have managed. If the problem persists, I believe the best thing to do is to enroll you as soon as possible in the Office of Training writing workshop course. You understand, I am sure, that an ability to write well is very important for advancement in OCI.

STATINTL  
[REDACTED]

Chief, Arab States Branch

Tab III: Employee Biennial Assignment Review

Date

MEMORANDUM FOR: Secretary (For Chairman), OCI Career Service Board

THROUGH : Special Assistance for Career Development

SUBJECT : Employee Biennial Assignment Review

I. Background: (Enter any information on your current and previous assignments or on personal circumstances which you consider pertinent for career planning.)

II. Assessment: (Since assignment reviews are made every two years, your expressions of interests in assignments and training should be generally stated with a two-year period in mind.)

A. Options (circle numbers)

1. I wish to continue in my present assignment for another assignment period, with no change in duties.

2. I wish to continue in my present assignment for another period but believe that my duties would be more effective if they were amended as follows:

3. Although as indicated in \_\_\_ above, I do not wish reassignment at this time, I am interested in the following types of activities:

a.  
b.

c.  
d.

I would like to be informed if any opportunities open in these fields between now and my next assignment review.

4. I wish a new assignment. Please note my preference in B. below.

B. Short-term Training--In addition to the assignment options noted above, I would like to receive one or more of the following specific training assignments during the next two years. (Include courses, rotation, familiarization tours, professional meetings, etc. List one or more).

1.

2.

3.

C. Reassignment Preferences--Following in order of priority, are my specific preferences and reasons, if not stated in paragraph I above, for a new assignment. (List one or more).

1.

2.

3.

D. Other

John Doe

Comment of Chief:

Comment of Chief:

Signature

Signature

Comment of Chief:

Signature

22 May 1972

MEMORANDUM FOR: OCI Divisions, Staffs and Branches

SUBJECT : Possibilities for Rotation in OCI

1. This memorandum is in response to a number of requests for a summary of the opportunities for rotation in OCI. It should be noted that rotational positions and the qualifications for rotational positions change from time to time and, therefore, this memorandum should be used as a guide, but not as the last word for each and every case.

2. OCI has always availed itself of the opportunities for rotation and has been active in developing new ones. At the same time we believe that rotation for rotation's sake is an unwarranted luxury. There are, however, good reasons for encouraging a system of rotation, and we recognize all of them. These include 1) exposing competent officers to new duties and responsibilities; 2) helping to broaden analysts in their given specialties; 3) providing rewarding change from long and demanding desk assignments. (OCI has some fifty people on rotational duty at the present time.)

3. Most rotations are either for one or two years. Most of these slots are in the area of GS-12 through GS-15; many of them are competitive on a directorate-wide or Agency-wide basis. After completing a rotational assignment, most officers are posted to one of the geographic divisions. Officers on rotation are not disqualified for consideration for promotion.

4. OCI strongly encourages its best people to seek rotational assignments. The Office is determined to nominate only well qualified officers and will not choose candidates solely from a list of volunteer applicants. For the regular rotational positions, such as the Senior Schools and the DDI slots overseas, vacancy notices will be circulated through the Office. Sometimes, however, there will be special



SUBJECT: Possibilities for Rotation in OCI

circumstances or there will be unusual requirements for a job, and in these cases, vacancy notices will not be issued. In all cases, it should be remembered that rotational assignments are for the good of the government and not primarily for the individual.



25X1A

RICHARD LEHMAN  
Director of Current Intelligence

Attachment:  
List of Rotational Opportunities

Attachment

ROTATIONAL OPPORTUNITIES

I. Regular Rotations Within OCI

Special Projects Staff (PDB): Two to three year assignments for senior analysts, GS-13 through GS-15; complement of four or five.

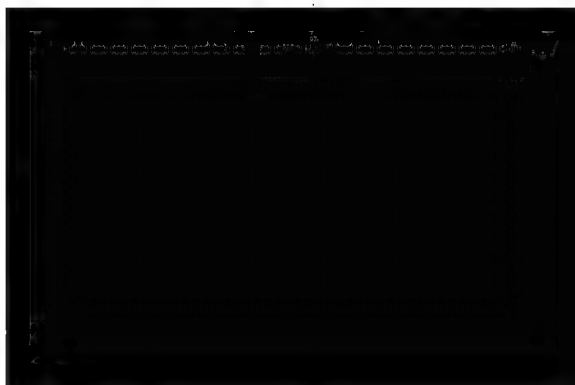
CIB Panel Secretary: A one-year tour for a promising officer at the GS-12 to GS-13 level.

Night Senior Duty Officers: Usually a two to three year assignment for three professionals in the GS-13 to GS-14 range.

II. Overseas Positions

The positions listed below are normally open to OCI applicants. These are competitive two-year assignments with nominations going to the DDI Career Service Board from the Directorate's various components. Most of these jobs call for a combination of area knowledge and analytical and briefing skills; some have liaison duties.

25X1A



GS 12 - 14  
GS 13 - 14  
GS 14 - 15  
GS 14 - 15  
GS 16 - 17  
GS 14 - 15  
GS 10 - 15  
GS 13 - 15  
GS 12 - 13  
GS 13 - 15  
GS 13 - 14

\*OCI Incumbent

III. Other Agency Possibilities

OCI frequently arranges temporary assignments to various other Agency offices. Most often these are two-year rotations, but sometimes they are for six months and sometimes they are open ended. We regularly rotate analysts to ONE; we are currently doing the same with the [REDACTED] DDP and with [REDACTED] We have other officers posted now to OBGI, SAVA, Training, the Senior Research Staff, and the Historical Staff. We have supplied a number of people over the years at the GS 12 - 15 level for rotation to the DDI Executive Staff. (The three incumbents are all from OCI, but our share will normally be smaller in the future.) We have had initial success on a limited basis in developing a man-for-man rotational swap with DDP desk officers. We have also had at least early success in getting some long TDYs at the [REDACTED] In the past, but not currently, OCI officers have had temporary assignments in the Office of Computer Services, the Office of Communications, and NPIC. One will start a tour in the Office of Planning, Programming and Budgeting this summer.

IV. Special Assignments

OCI has officers on temporary assignment in the White House, the Director's office, the Inspector General's Staff, the NSC Staff and the Bureau of Narcotics and Dangerous Drugs.

V. Senior Schools

Over the years a relatively large number of OCI officers have been chosen to attend the senior officer schools. Quotas for these schools are filled on an Agency-wide basis. OCI forwards its nominations to the DDI; the Agency's Training Selection Board picks the candidates and alternates; Mr. Colby makes the final decisions. The schools and grade levels are these:

Air War College	GS 14 - 15
Armed Forces Staff College	GS 13 and above
Army War College	GS 14 and above
Industrial College of the Armed Forces	GS 15 and above
National War College	GS 15 and above
Naval War College	GS 14 and above
State Department Senior Seminar in Foreign Policy	GS 16 - 17
Advanced Management Program, Harvard University	GS 16 and above
Program for Management Development, Harvard University	GS 13 - 15
[REDACTED]	GS 15 and above

25X1C

VI. Other Opportunities

A. Civil Service Commission Programs:

The Career Education Awards Program (formerly NIPA), provides for one academic year of graduate work at participating universities such as Princeton and Stanford. GS - 11 through GS - 15. [REDACTED] is currently enrolled.)

25X1A

Fellowships in Congressional Operations allow participants to spend the major part of a year in office assignments with members of both Houses and also the Committees of the Congress. GS - 13 through GS - 16. [REDACTED] are 25X1A alumni.)

B. Federal Executive Fellowships afford opportunities for independent study and research in connection with the Brookings Institution. Nominees should have at least ten years federal service.

C. The Army Institute of Advanced Russian and East European Studies is a one-year program at Garmisch, West Germany. [REDACTED] is currently enrolled.)

25X1A

D. The Office and the Directorate from time to time sponsor academic research and study programs for promising analysts and line supervisors. These programs are tailored to the needs of the Office and the specialties of the individuals involved; most are for one academic year. We

25X1A have recently sponsored advanced area studies for our people  
25X1A at Harvard, Stanford, American, George Washington, Florida,  
25X1A and California. This fall, [REDACTED] will be studying  
[REDACTED] at the John F. Kennedy School of Government, Harvard University,  
[REDACTED] and [REDACTED] will be on a teaching sabbatical at the  
[REDACTED] The Office also, on occasion,  
25X1A sponsors research and study sabbaticals independent of any  
university or other academic program.

31 December 1970

MEMORANDUM FOR: All OCI Employees

SUBJECT: Promotion Procedures in OCI

1. Following for your information are procedures now in effect in OCI for promotions through GS-15.

2. The D/OCI has delegated to the DD/OCI the responsibility for approving recommendations for promotion up to and including GS-12. Any supervisor who wishes to promote one of his people routes his recommendation through his division chief to the OCI Administrative Branch, which presents it to the DD/OCI for decision. Decisions will be made within one month of date of receipt. The OCI Career Service Board does not act on promotions at this level.

3. Promotions to grades GS-13 through GS-15 are directly competitive, i.e., all divisional or staff nominees in a given grade are considered by the OCI Career Service Board whenever promotions from that grade to the next higher are being reviewed. Promotions from GS-12 to GS-13 are reviewed three times yearly, those from GS-13 to GS-14 and from GS-14 to GS-15 twice yearly, although exceptional cases in any grade may be considered at any time. Members of the Career Service Board are the D/OCI, his deputy, and the chiefs of the Management Staff, the Production Staff and the four geographic divisions.

4. Promotion recommendations in the GS-13 through GS-15 category are submitted by Staff and Division Chiefs to the Secretary, Career Service Board, and these nominations, along with other relevant information on each nominee, are circulated to all members before any board meeting at which promotions are to be considered. A Staff or Division Chief



SECRET

SUBJECT: Promotion Procedures in OCI

naturally plays an important role in the board's examination of his nominees, but all board members take an active part in the screening. D/OCI, as chairman of the board, makes the final decisions on promotion following the board's deliberations.

25X1A



RICHARD LEHMAN  
Director of Current Intelligence

Attachment:

List of Minimum Times in Grade

Distribution C

SECRET